

FUNCTIONS AND ORGANIZATION

1. It should be noted that only the first three papers appearing as "TAB A" have been agreed to by the representatives of all the agencies concerned. The agreed papers are:

a. TAB A-1, The Functions of the Director and Staff

*Tab B.*

b. TAB A-2, Interim Procedure - Phase I

*Tab A.*

c. TAB A-3, Proposed Organization - Phase II - *attached to B*

*Tab C - "here for D - Future"*

2. TAB A-4, Possible Organization - Phase III, is an indication of how some people believe the Staff might in time develop. This outline envisages no new functions as such but is based on a much broader interpretation of the agreed functions. While agreeing that "the Board shall utilize to the maximum extent the facilities and resources of the participating departments and agencies," the group disagreed on what constituted the "maximum extent." Under one view the PSB and its Staff would emphasize the function of coordination among existing agencies. Under another view the PSB and its Staff would itself systematically plan and direct the psychological strategy of the Cold War. This involves a much larger independent planning role and much more contact with the detailed operations of the agencies than could be unanimously endorsed by the representatives. The group agreed, however, that no action is immediately required with regard to this problem. After the Director has been appointed, he should consider the proposal in TAB A-4 together with such divergent views as may arise and formulate the issue for the decision of the Board.

3. TAB A-5, Concept of Organization, is likewise not endorsed by all the representatives. Like the Phase III organization chart, with which it belongs, this paper is included for information and because it sets forth the views of one of our number, General Magruder. Rather than try to reach agreement on a philosophic paper of this kind at the present time, it is suggested that it be referred to the new Director and his Staff for discussion along with divergent views on this subject at some future date.

*Program and caption  
has cleared  
with FW*

*B - D*

S-E-C-R-E-T

In order to give effect to the terms of the President's Directive of April 4, 1951, the responsibilities of the Director and the functions of the Staff, subject to the Board, should be:

- a. to encourage the responsible agencies to produce ideas in support of psychological operations; *\* which includes their managed under the 100% and 59 series*
- b. as necessary, to coordinate, expedite, and ensure the expansion of the planning and implementing of psychological policies and programs;
- c. to initiate and formulate proposals, including proposals for national psychological strategy, which would be referred as appropriate to the Board or directly to the responsible operating departments or agencies for development and execution; *and continuing*
- d. to make a broad/evaluation of current and proposed operations in the light of national plans and to suggest additional measures, changes in emphasis, and improvements in execution; *and to determine the extent of the program to be implemented*
- e. to assure that in the determination, pronouncement and implementation of political, economic and military policies, adequate attention is given to their psychological effects and to existing psychological programs;
- f. to assure that the programs of psychological operating agencies will be furthered by U. S. Government official pronouncements;
- g. to encourage, receive, and review proposals and research bearing on (psychological) operations from private and official sources outside the operating departments and agencies and to make these available as appropriate to such agencies; *will not*
- h. to provide secretariat services, including:
  - (1) preparation of reports as directed by the Board;
  - (2) organization of the business of the Board and expedition of decisions;
  - (3) promulgation of the decisions of the Board.
- i. to assemble such intelligence and such policy and operational information as necessary for the performance of the above functions;

j. to examine continually the functions of the Board and Staff in order to ensure that the facilities and resources of the participating departments and agencies are utilized to the maximum extent.

\* See definition in President's directive, which excludes only overt economic warfare.